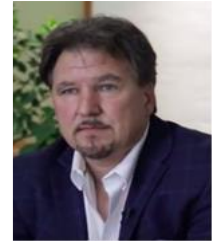




Building an Entrepreneurial Management Team (Panel)

Moderator

John M York, PharmD, MBA, PhDc
Akita Biomedical
IGE (Jacobs/Rady), UCSD



Panelists

Westbrook Weaver, PhD
Founder, Chief Executive Officer
Tempo Therapeutics, Inc



Patrik Schmidle
CEO and Founder
CARI Health



David H. Crean, Ph.D., MBA
Managing Partner
Cardiff Advisory, LLC



Session Format



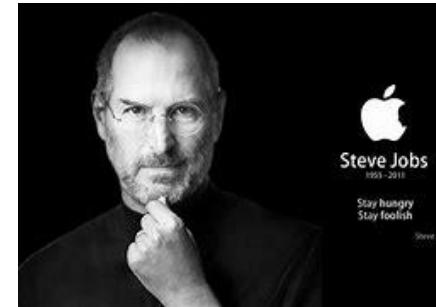


Our
Story in
Minutes **2**

Founder Background...



What is the Impact of the individual founder's background (business, science, engineering, or other) on the team and individual development process?



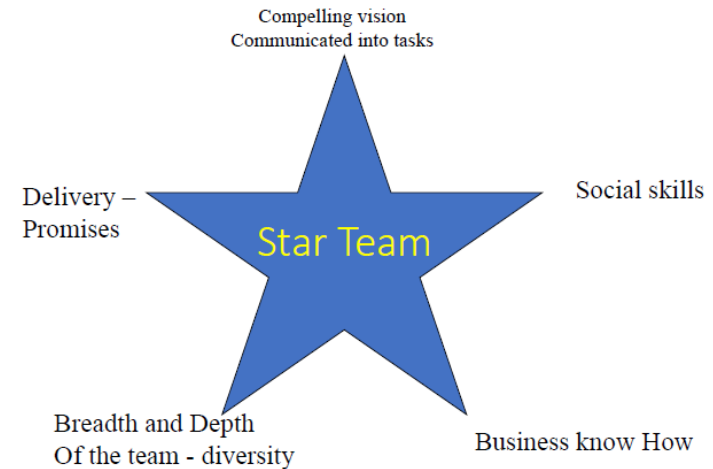
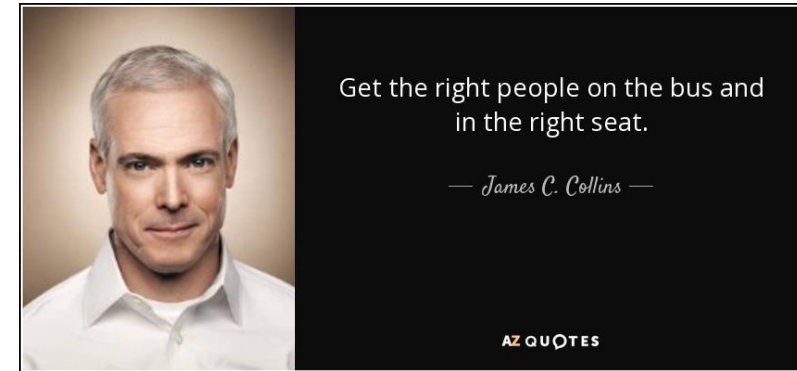
Let's Talk About Team Needs...By....

Milestone or
life cycle stage

Purpose

Contributors vs.
leaders

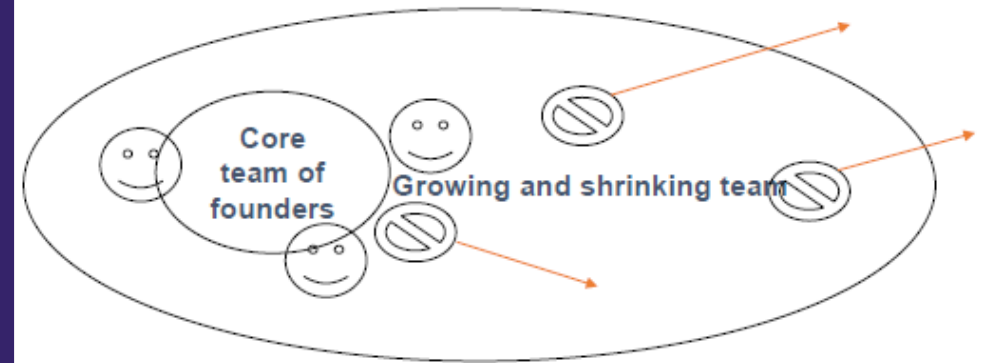
Skills &
Behaviors



The Team- Core vs. Peripheral

Seeking out
mentors, advisors,
consultants, and
vendors

Engaging medical
KOLs



The Team- Evolution- How Do Needs Change?

Team Type as Venture Matures

Management Element

	Single Entrepreneur	Founding Group	Ad-hoc Team	Early Team	Launch Team	High-performance Team	Integrated Team	U-form Team	M-form Team	H-form Team
Management Focus	The Idea	First Prototype	Developing Prototype	First 'Charter' Customer	Commercially viable product	Develop Commercial Product	Prepare for full launch	Major Commercial Launch	Develop Markets	Maximise Revenue
Organisational Structure		Informal Relationships	Formal Responsibilities	Process vs Role Mapping	Formal Organisational Map	Streamlined Organisation	Functional Responsibilities	Functional Structure	Divisional Structure	Matrix Structure
Management Style	Highly Personal	Collaborative-Combative	Collaborative	Focused on Results	Focused on Results	Performance Focus	Firm Focus	Directive	Delegative	Delegative
Control System				Resource Allocation	Cost Management	Performance Management	Market Results	Market Results	Reporting & Profit Centres	Goal Setting & Monitoring
Management Reward Emphasis	Ownership	Shared Ownership	Shares + Early Options	Structured Options	Structured Options	Performance Incentives	Group Bonuses	Personal Bonuses	Profit Sharing + Stock Options	Profit Sharing + Stock Options

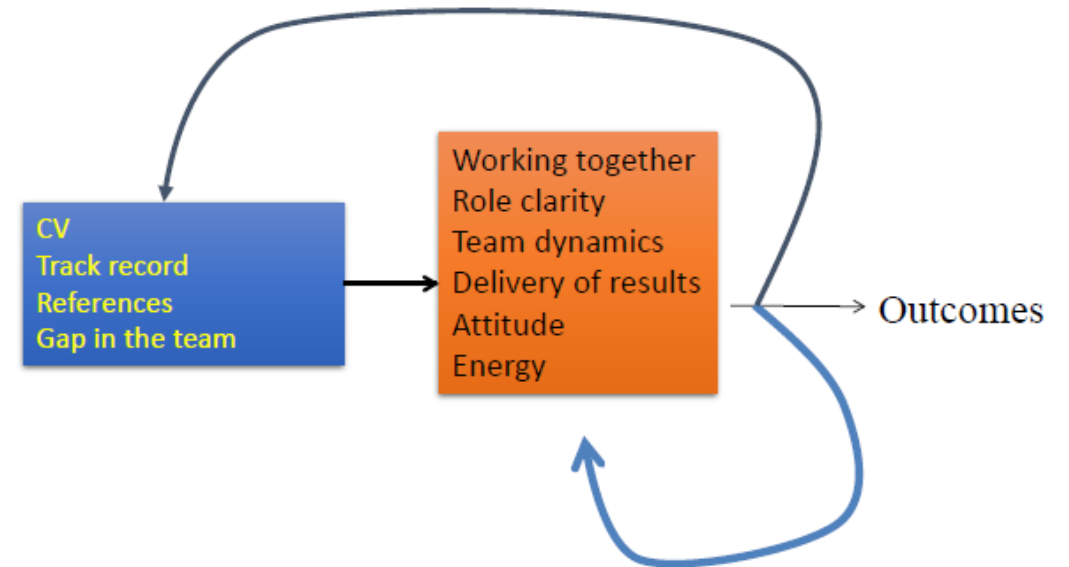
From 'Camels, Tigers & Unicorns' – published in Feb 2017

Strategy to Acquire the Talent and Expertise (Internal and External)...

What you don't know and getting people/expertise to fill gaps

Customer discovery with doctors to provide critical expertise (e.g., customer and market needs, trial design, and access to capital).

Balancing the temptation of bringing in very high-level people (C-level, KOL) vs. doers and thinkers



Investors Perspective- Team Before Anything. It's About The People.

What Needs-execution, navigate challenges, complementary skills (well rounded)

Founder/market fit (understanding, and skills)

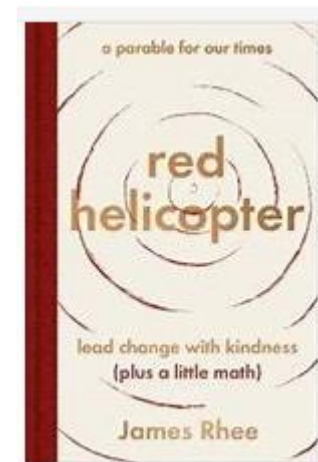
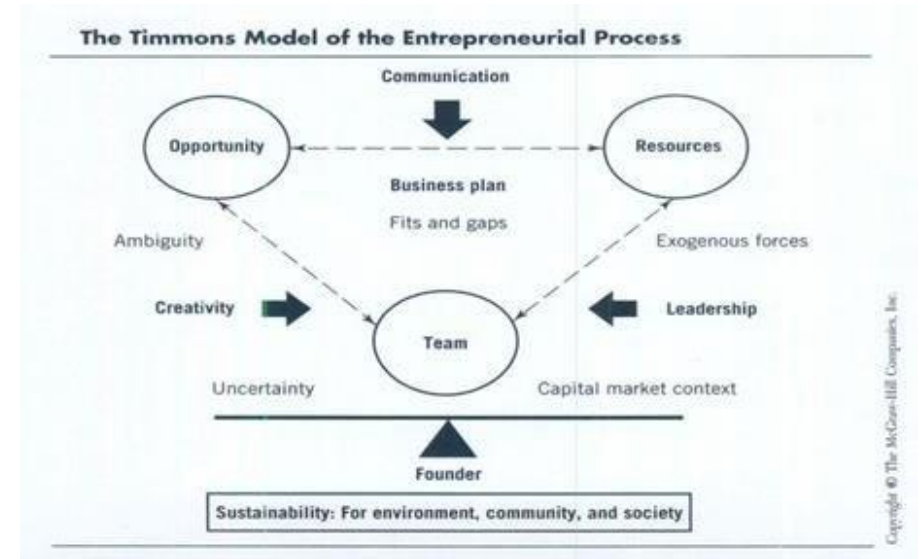
Resilience and persistence to weather the storm

Failure learning orientation

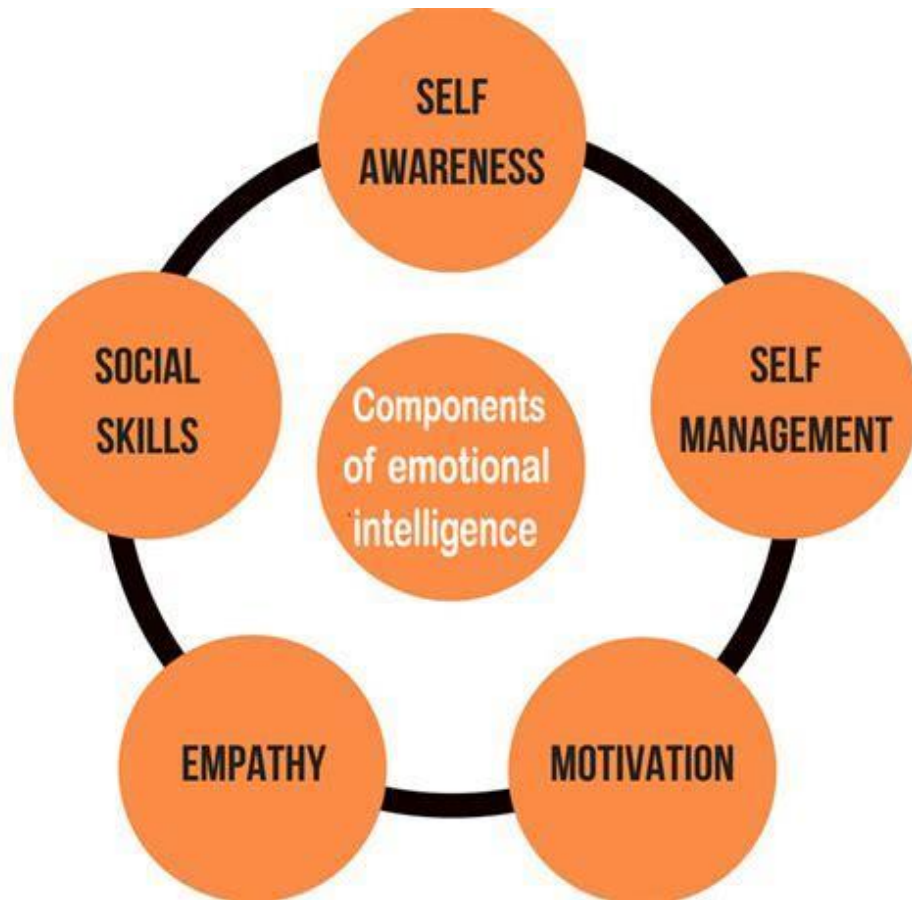
Culture and values

Coachability (e.g., listening, learning)

Track record

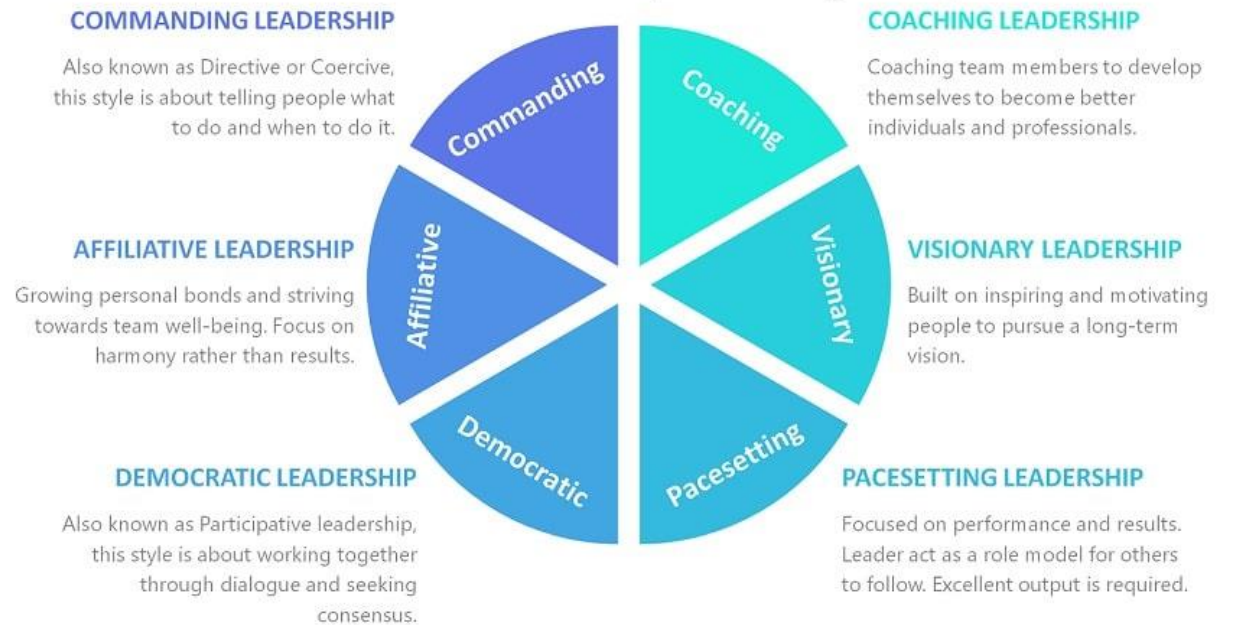


Let's Talk about Leadership- EI and Leadership Styles- Impact on the Team Development

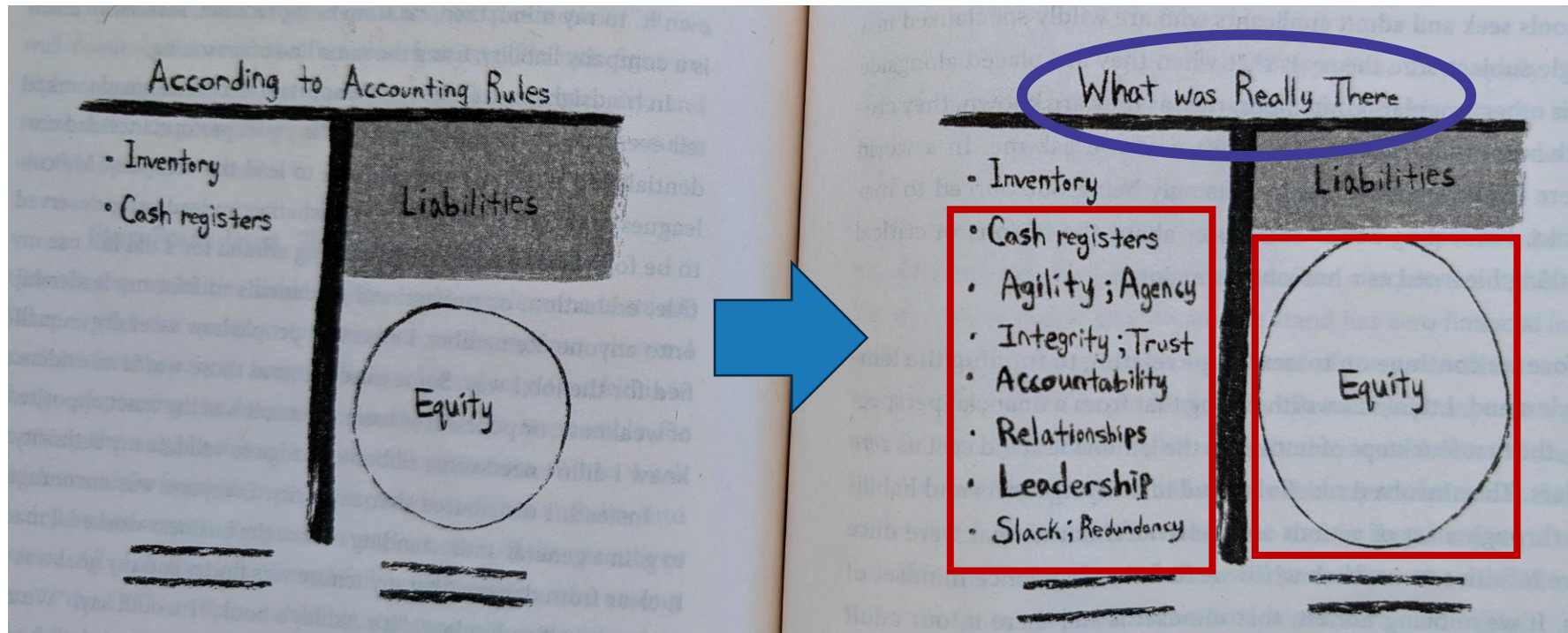


Six Leadership Styles by Daniel Goleman

USE AS MANY OF THESE STYLES AS POSSIBLE DEPENDING ON THE CIRCUMSTANCES!
Be extra careful with Commanding and Pacesetting leadership!



It's About The People, Which a Balance Sheet Does Not Fully Account for.....



What Value Do These Intangible Assets Offer?
How Do Investors Size These Up?
How Do CEOs exploit?

Audience Questions

